P&PD/OL

Newsletter

BY, FOR, AND ABOUT QUALITY CIRCLES
PRINTING & PHOTOGRAPHY DIVISION

Office of Logistics

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Problem Solving Activity

This is the fourth issue of the P & PD's Quality Circles Newsletter. As we have stated previously, our goal is to share the experiences of our Pilot Programs with you. Since the last issue, the focus has been mostly on team problem-solving activity. Remember that the commitment is for one-hour-per-week for each team, or the equivalent of a half-day per month. As a point of reference, how much do you normally accomplish in four hours?

Before getting into specific team accomplishments, we must admit that there have been some problems in adhereing to the weekly schedule of meetings. During the summer months, vacation time impacted upon the continuity of the teams, forcing frequent re-scheduling or cancellation. In addition, daily production priorities and increased requirements continue to impact upon the teams. This is more noticeable in some areas as compared to others. For example, the Motion Picture/TV center team (MP/TVC), has really been hard hit since the Division took over responsibility in July for the Headquarters Auditorium and Room 1A07 (Briefing Room). Although P & PD picked up three personnel in the expansion of responsibilities, one well-qualified individual soon left the Agency. Coupled with increased TV requirements (on-site video recordings, TDY assignments, video replications), the MP/TVC personnel have had a difficult time finding one hour per week with enough

people to conduct a successful meeting. This problem is being addressed through closer control of assignments; however, the daily dynamics of the Agency often override the best laid plans.

On the more positive side, the Press Branch team (The Reruns) conducted its first management presentation on 15 September. The briefing was directed to their Branch Chief, Mr. Joseph Swartz. The subject was the in-house repair and upgrading of ten press skids in lieu of purchasing new ones. Press skids are used to feed paper into the press and collect printed sheets at the other end. The Reruns supplemented their oral presentation with well-planned and neatly lettered flip charts summarizing the problem, their analysis/fact-finding, the proposed solution and recommendation, and finally, the benefits to be derived. All team members participated in the presentation, sharing responsibility for the various elements researched and discussed. The briefing was well received by their chief, and approval granted to implement. Their recommendation to use in-house resources for the repair and replacement of worn and broken parts resulted in a total expenditure of approximately $400 versus vendor purchase quotes ranging from $3,250 up to $5,000 for ten new skids. In addition to the obvious dollar savings, the project resolved the long-standing concern over the condition of the Press Room skids.

On 30 September, the Reruns had the pleasure of repeating their presentation to Mr. King, Director of Logis-

tics, Mr. Regan, P & PD Chief, and other Division management personnel. This experience was very gratifying and motivating to the QC team members. They were obviously somewhat "jittery" about a presentation at this level, but they quickly settled into the subject they knew so well by now, and made a commendable showing. Mr. King was especially complimentary of their efforts, solution, and "stage presence." He commented that their organization of material and flip charts were as good as what he sees at high level Headquarters briefings, and that he was proud of their QC involvement. After all, that is what QC is all about—employees becoming involved.

The Square Shooters, the combined team representing the Offset Camera Section and the Layout Section, made a management presentation to their Branch Chief, the Production Manager, and the Division Chief on 15 September. The subject concerned changes in the preparatory steps concerning the annual publication of the Congressional Budget. Following is the report prepared by the Square Shooters regarding their presentation:

Statement of the Problem

The Square Shooters Quality Circle team has identified a problem occurring in our annual production effort of the Congressional Budget Justification Book (CBJB). Our goal is to reduce the overall expenditure of manhours and materials dedicated to production of the CBJB. To accomplish this, we hope to implement a system for the imposition of camera copy where each

page could be individually and accurately positioned for reproduction by the use of multiple sets of registration pins attached to our frosted acetate "carrier" sheets (mylars).

Discussion

The current prelay operation involves the necessity of trimming camera-ready mylars which are too large on all four sides prior to positioning for camera. Trimming is currently required due to the fact that while actual page size is 9"x12", furnished camera-ready mylars are 12"x18". Failure to trim the mylar results in an undesirable overlap of the mylars, often obstructing or covering a portion of the text copy. The overlap may also cause inadvertent jumping of another page, knocking it out of position. The trimming that must be done now requires an average manhour expenditure of three and one-half minutes per sixteen-page signature. By multiplying 3.5 by the total number of signatures in last year's budget, you will use approximately 18 hours. Aside from the time required to do it, there has been a problem with the inadvertent trimming-off of some of the text copy. When this occurs, it then becomes necessary to have the page or pages remade. This process means having the page located in the ETECS System, recast, and then repasted. It is estimated that remakes from trimming errors accounted for about fifteen manhours during the previous year's budget effort. The present prelay operation itself requires the stripper to carefully position the copy on a static carrier sheet which is then placed on the camera copy board. Registration is often difficult due to the multiple layers of copy that are superimposed over one another. This multiple layering occurs whenever a text correction is made to an existing page. Slippage sometimes occurs due to uncontrollable humidity conditions in the building. The proposed pin-registered prelay page system would speed up the laying of the text itself and hold more accurate and uniform positioning. Dry run trials were used to compare the old and new system. It is estimated that we can save at least twenty hours in prelaying time.

Aside from the savings benefit in overall manhours used to prelay the budget, there would be a significant reduction in the amount of mylar material used by the Composing Section. By cutting the mylars in half, from 12"x18" to 8¼"x⅞", usage would be cut in half. This means a reduction from 5,000 sheets last year to only 2,500 sheets this year. At $33 per box, this is a savings of $825. Additionally, there would be some minimal savings in the use of RC paper due to the partial elimination of remakes due to trimming errors. While some trimming is required at some stage in the process, it should be done prior to any text positioning by either Composing or Layout Sections. In conclusion, it is preferable to "pre-trim" the mylars to page size and pin register them individually to the carrier sheets.

Conclusion

Estimated savings realized by adoption of the newly proposed system are as follows:

1. Manhours Saved
   a. No trimming .... 18 hours
   b. Fewer remakes .... 15 hours
   c. Faster prelaying .... 20 hours
         53 hours x $17/hr. = $901
2. Materials
   a. Mylar $825
   b. RC paper $25
               Subtotal = 850
3. Total: $901 + $850 = $1,751

GO FOR IT!
(A Management Presentation)

1. On Wednesday, 15 September 1983, the Press Room Quality Circles team, The Reruns, gave its first formal management presentation to Joe Swartz, the Press Room Branch Chief. The subject was repairing Press No. 3 skids in lieu of buying new ones. Also attending were Jim McVerry, Maintenance Shop Chief, and Arthur Brophy, QC Facilitator. The recommendation to repair existing skids in-house was approved by the Press Branch Chief, and the project was put into motion the very same day.

2. On Friday, 30 September, the presentation was repeated for Mr. King, Director of Logistics, and Mr. Regan, Chief, Printing and Photogra-

phy Division, in the P & PD conference room. Mike White, Walt Davis, Joe Swartz, John Mott, and Arthur Brophy were also in attendance. The presentation was well received. The Director of Logistics was highly complementary to the QC team members and suggested that they consider having some of the work done by the professionals in the Packing and Crating Branch, Central Depot.

3. Since this was our first formal presentation to higher management, we all had some opening "jitters." All team members participated in the presentation. Joe Ruffin made the opening introductions of team members. I explained the problem and its impact upon the Press Branch and printing operation. David Harding, the newest member of the team, explained the research we put into the project, and Dell Whitt explained the proposed solution of making in-house repairs and how economically it could be done in comparison to buying new skids. Danny Oleniak summed up the benefits to be derived from our solution, and I recommended that it be accepted and implemented.

4. I would like to thank all of the team members for their hard work and dedication on this project. Thanks are also in order for Art Brophy for all of his work and leadership in seeing that the presentation was carried out in a professional manner.

5. Remember, if you don't play the game, you can't expect to win.
                Ed May, Team Leader
     Press Room Quality Circles Team

The Artist's Perspective of Quality Circles

1. The Design & Presentation Center (D & PC) Quality Circles (QC) team, the Crayolas, is pleased to announce that after much planning, effort, and perseverence, we have completed the first stage of our team project and are preparing a presentation to management that will outline in detail the success of the team to date.

2. Our team got off to a slow start, not due to lack of enthusiasm, but because all our members were greatly concerned about how the Quality Cir-

cle (QC) program would help us resolve a multitude of problems that the staff had previously identified, but had been unable to resolve through conventional means. Our primary dilemma was that the QC method seemed to be designed to solve production problems of a relatively simple nature, while we saw our problems as being managerial, and quite complex.

3. After several sessions of "active debate" and intensive questioning of the ever-patient facilitators, Art and John, our team agreed to follow the QC's recommended course of action and see if it would work for us.

4. In order to avoid some of the pitfalls of the past, we determined that a master plan was needed so that problem areas would be tackled in a logical order. This we felt was quite important, as many of our indentified problems were interrelated. During a brainstorming session the team organized the problems into three categories and then completed a priority listing of all items that fell into each category. Eureka! A Master Plan:

Our Great Goal—Reduce Chaos

A. LOGISTICS
   Cleaner work area
   Supply storage
   Utilization of work space
   Central morgue (of graphics reference material)
   Better utilization of equipment and/or upgrading

B. ADMINISTRATIVE
   Clear lines of responsibility
   Analyze/schedule incoming work
   Record keeping
   Distribution of jobs
   Analyze and distribute work tasks: time and money
   Establish Standard Operating Procedures
   Analyze office work procedures

C. COMMUNICATION
   Communication with clients (planning)
   Advertising for office (capabilities)
   Appeal for travel funds (training)
   Liaison with Main Plant (coordination)

Introducing new personnel (familiarization)
Staff meetings in office (information)

5. Cleanup of the office area was selected as our first target because it fit all the QC criteria for a successful completion. It was also the number one priority for us according to a seperate matrix that team member, Bob Wacker, developed as a control to the QC priority matrix. By thinking through our project, and going through the recommended QC exercises of brainstroming, prioritizing, data collection, analysis sheets, and action registers, we were able to move successfully (though not quickly) to our goal of a cleaner work area. Many stumbling blocks were encountered along the way, but the QC format enabled us to keep moving ahead in spite of the obstacles.

6. After our presentation to management is complete, we will report the details of this first team project, but for the moment we would like to say that so far the QC concept HAS worked for us. We now have hope that the seemingly overwhelming array of problems that faced our staff now have a realistic chance of being satisfactorily solved.

Linda H. Rood
D & PC Crayolas

A Search for Excellence

The P & PD QC Steering Committee recently viewed a videotape presentation summarizing the contents of the current best-selling book *In Search of Excellence: Lessons From America's Best Run Companies* by Thomas Peters and Robert Waterman. The thrust of the book is that some business organizations are successful because they emphasize creativity and risk-taking, reward systems, enthusiasm, and personal accountability for the organization's achievements. The contention is that any organization's workforce, be it profit-making, non-profit, or government, can benefit from performance management. Following are some quotes from the authors and business executives practicing this management philosophy:

From the Authors: "The innovative companies foster many leaders and many innovators throughout the organization. They don't try to hold everyone on so short a rein that he can't be creative. They encourage practical risk-taking, and support good ideas... excellent companies treat the rank-and-file as the root source of quality and productivity gain. They do not foster we/they labor attitudes."

From Bill Hewlett, Hewlett-Packard Corp: ". . . man and women want to do a good job, a creative job . . . if they are provided with the proper environment, they will do so . . . The achievements of an organization are the results of the combined efforts of each individual."

From the authors, on encouraging innovation and discouraging punishment for small failures: "We are creatures of our environment, very sensitive and responsive to external rewards and punishment . . . The message that comes through so poignantly in the studies we reviewed is that we like to think of ourselves as winners. The lesson taught by excellent companies is that there is no reason why we can't design systems that continually reinforce this notion."

From the authors, on motivating employees: "The evaluation technique is informal rather than paper-laden. In fact, the entire Tupperware system is aimed at generating good news . . . when we look at Hewlett-Packard, Tupperware and others, we see a very conscious management effort to do two things: Honor with all sorts of positive reinforcement any valuable completed action by people at the top and more especially way down the line (and) a high volume of opportunities for good news swapping."

From the authors, on management recognition that individuals are a company's number one asset: "We are not talking about molly-coddling. We are talking about tough-minded respect for the individual and the willingness to train him, to set reasonable and clear expectations for him, and to grant him practical autonomy to step out and contribute directly to his job . . . The excellent companies are measurement-happy and performance-orient-

ed, but this toughness is born of mutually high expectations and peer review rather than emanating from table-pounding managers . . . What's more, if it's your peers that have those high expectations of you, then there's all the more incentive to perform well. People like to compare themselves to others, and they also like to perform against standards—if the standard is achievable, and especially if it is one they played a role in setting."

There are valuable lessons in these comments. More and more organizations are recognizing, and admitting, that despite all the high-tech advances in equipment, methods, and processes, that the final ingredient is still people. On this subject, Mr. Donald J. Devine has addressed government's role in searching for excellence. His comments are reproduced from Management magazine:

If there's a proven formula for management success, economic consultants Thomas Peters and Robert Waterman have it. Their secret—a system that rewards workers who risk doing the job differently and encourages creative thinking.

The Peters-Waterman best seller, *In Search of Excellence: Lessons from America's Best-Run Companies*, also has a lesson for government; performance management can be the key to achieving efficient and effective government as well as increasing employee morale at all levels.

What makes a successful organization tick? First, according to Peters and Waterman, there is a do it—try it—fix it psychology which solve problems quickly and efficiently, without dilly-dallying over decision-making. Second, a system should encourage employees of all levels to be creative, to take "practical risks." These institutions know their workers are their most important assets.

When it come to goals, excellent organizations really stick to their knitting. Structurally, they are "elegantly simple." Lean of staff, they balance centralization and decentralization, allowing fuzziness around the edges of management. Performance is more important than bureaucratic organization charts.

How does this philosophy, aimed at the business world, apply to government management? Quite simply, Peters and Waterman have outlined a system which rewards merit and accomplishment and, when applied to government, offers federal workers the opportunity to excel as individuals.

To quote Douglas MacArthur, "There is no security on this earth, there is only opportunity." By placing value on performance, we can offer employees such opportunity while maintaining program continuity, enhancing individual incentive and, thereby, improving the day-to-day operation of government.

The Civil Service Reform Act of 1978 (CSRA) laid the groundwork for such a change by taking the first steps toward incorporating risks and rewards into government personnel policies.

Merit pay is one example, as is the Senior Executive Service, which provides management flexibility in matching executives to jobs.

Our challenge now is to bring performance management to the rest of the federal work force with the same success we've witnessed at higher management levels. Weighing performance as a stronger factor in reduction-in-force (RIF) situations and improving position classification management are two areas readily adaptable to the Peters and Waterman philosophy.

Rewarding good performers through the pay system is also a key to furthering one of our most important management improvements of the past 25 years. Good workers deserve good pay and an effective compensation system must provide incentives for performance, as well as rewards for that performance.

As we move forward implementing the principles of the CSRA throughout the work force, and create a smoother, more efficient civil service system, we look for direction with a new, do it—try it—fix it philosophy. Peters and Waterman, with their message of risks and rewards, provide that direction. I hope you find their ideas helpful.

P&PD/OL Management Information System

In August the Director of Logistics authorized P&PD to initiate the design of a new Division MIS. Ken Morrison, PP&SS/OMS is responsible for the design and programming of the system. The MIS will use a new data base management system called NOMAD and will operate on ODP's central computer facility (VM/370).

The new system, unlike our current MIS, will feature centralized input of production data. Production organizations will only have to log a job in upon receipt and out at completion. The input of production data and system administration will be the responsibility of PP&SS.

Delta Data terminals will replace the existing MIS terminals. Installation of the new terminals is scheduled for mid-November 1983. A new communications support facility is being installed in Room G16. This facility will also support an upgraded secure telephone system (64 instruments) that will be installed in 1984.

The new MIS offers several advantages. The system's architecture will be supported by ODP. The Delta Data terminals will have multifunctional capability. This will permit MIS information to be displayed graphically under CUECHART, ECO, or DISPLA-TELEGRAPH programs in VM. It will also permit access to powerful statistical programs SAS and SPSS-X as well as the statistical capabilities imbedded in NOMAD itself. These capabilities should greatly assist us in understanding production trends and in identifying and resolving production problems. The use of VM also permits an automated link with our customers concerning job status.

The initial operating capability for the MIS is scheduled for mid-November 1983. The initial operating modules will be supply/inventory management and job logging/tracking. All personnel will receive instruction on the NOMAD system in November. Any comments or suggestions concerning the new MIS should be directed to Ken Morrison.